

equitablesolutions

for One Minneapolis

Guide to Recruitment and Hiring

Achieving racial equity in recruiting is not complex. It takes a change in recruiting strategies to reach diverse job seekers.

This Guide to Recruitment and Hiring is a supplement to the [Recruitment and Hiring](#) process prescribed by the City of Minneapolis Human Resources Department. Federal, state and local non-discrimination laws, as well as affirmative action regulations, require that the City of Minneapolis conduct fair and equitable processes in recruitment and hiring of its employees. The guide is designed to grow a deeper and richer pool of applicants. Attracting candidates with a variety of experiences, backgrounds and perspectives is our primary goal. By using this guide and the City will hire more diverse employees which will create a workforce that is truly reflective of our ever changing community.

If you have any questions or concerns at any point while using this guide, contact a member of the [Racial Equity Team](#) and/or your Human Resource Generalist.

Sections	Guide to Recruitment and Hiring
Section I	Make Diversity and Equity a Business Goal
Section II	Shape your Recruitment Strategy
Section III	Cast Multiple Nets
Section IV	Evaluate the Applicant Pool
Section V	Hold yourself Accountable

In addition to the guide, it is critical for you to know and review the City of Minneapolis [Anti-Discrimination, Harassment, and Retaliation Policy, Affirmative Action and Diversity Plan](#) and the City's Recruitment and Hiring process.



By raising our level of awareness and effort in diversity recruitment and connecting it to the business goals we are then able to:

- Develop a workforce that represents the people we serve in our community.
- Establish a vision for diversity and understand demographic changes in the workforce.
- Give rise to the necessity of racial equity and diversity.

Strategies for Success:

1. Review the changing community demographic and how it ties to your ability to recruit, hire and retain a diverse workforce.
2. Include racial equity and diversity in your recruitment and hiring goals.
3. Create a strong understanding and awareness of racial equity and diversity among leaders and employees.
4. Guide leaders in conducting a fair and equitable recruitment strategy, hiring process and hiring decision.
5. Create a workplace environment that is welcoming, inclusive and culturally competent.

Section II Shape your Recruitment Strategy

To attract the most qualified and diverse candidates recruitment efforts must be proactive and ongoing. Partner with your Human Resource Generalist (HRG) to develop a recruitment strategy.

Strategies for Success:

1. Review the job description to ensure it accurately depicts the responsibilities and qualifications for the position. When assessing the qualifications, consider how they are creating or limiting equitable opportunities for diverse candidates:
 - Identify the essential and marginal job functions for the position
 - Identify the required and preferred qualifications
 - Identify the knowledge, skills and abilities required for the position
2. Understand if extra measures are needed to identify, recruit and hire diverse candidates:
 - Review Affirmative Action Plan of job group and/or department
 - Have a clear understanding if underutilization exist.

[MN Department of Employment and Economic - Affirmative Action Statistic Results Minneapolis \(link missing...\)](#)
3. Use historical data and results to determine if there are populations in the workforce that are underrepresented. Assess the best recruitment strategy to attract the best and most diverse pool of candidates:
 - Review the length of the recruitment period to determine if you are proactively recruiting.
 - Review the recruitment vehicles (i.e., social media, internet, newspaper, etc.), sources and/or partnerships you've used. Determine if the recruiting efforts were targeted towards specific groups of individuals and from a wide variety of diverse resource.
 - Evaluate the demographic data. Review the *Adverse Impact* data report can be generated. This report captures the demographic breakdown of the applicants that had applied thus demonstrating if the recruitment efforts were successful in attracting diverse candidates.
 - Assess how the results of your recruitment efforts have shaped the make-up/ composition of your employee base. Determine if there are populations in the workforce that are underrepresented.

Section III Cast Multiple Nets

Cast multiple nets to attract and recruit diverse candidates. Casting multiple nets can be comprised of active, on-going and aggressive recruitment to multiple sources.

Strategies for Success:

1. When creating the job announcement, write the announcement in a manner that candidates are screened in, rather than inadvertently screened out. Job announcements are written to be as broad as possible while still establishing meaningful minimum qualifications. Avoid wording in a posting that can be considered discriminatory. For example,

Acceptable	Not Acceptable
The ability to speak English fluently	ONLY English speaking applicants may apply
Experience working with the East African community	Seeking East African Individual

Include the statement, “The City of Minneapolis is an Equal Opportunity Affirmative Action Employer. We strongly encourage applications from all individuals. The City will not discriminate on the basis of race , color, religion, sex, sexual orientation, gender identity, national origin, age, disability, marital status, genetic information, or status with regard to public assistance.” in your job announcement to attract and encourage a diverse pool of candidates to apply.

2. Place job announcements in newspapers, journals, and publications aimed specifically at under-represented groups. [Diverse Recruitment Sources Database](#); [Minnesota Diversity Inc](#); [Diversity Inc](#); [Hire Diversity](#).
3. Build a pipeline of diverse candidates by offering internships and scholarships (i.e., reconnecting with Urban Scholars, STEP UP, etc.).
4. Build relationships and partnerships with diverse professional and community agencies (i.e., CLUES, Hmong American Partnership, American Indian OIC, Urban League etc). For additional community resources, contact Neighborhood Community Relations.
5. Insist recruiting firms submit diverse candidates.

Section IV Evaluating the Applicant Pool

Creating strategies to screen in candidates. Establish the screening tools upfront before reviewing applications. Acknowledge that diverse experiences can make positive contributions to a candidate's qualifications.

Strategies for Success:

1. Use the job description and job announcement to establish your selection criteria:
 - Use selection criteria's that are measurable, demonstrable, job-related, necessary, align with business needs and includes a candidate's ability to work successfully in a racially diverse environment.
2. Screening tools are used to screen in the most qualified candidates for the purpose of making a hiring decision:
 - Assess the evaluation tools you are using (i.e., interview questions, exams, etc.) and determine if the tools are appropriate and include a review of racial bias.
3. Read the article, [Reviewing Applications: Research on Bias and Assumptions.](#)
4. Think carefully about your definition of "merit," taking care to evaluate the achievements and promise of each applicant.
5. Build a diverse interview panel. The interview panel should reflect the diversity of the City of Minneapolis to the extent possible. The interview panel should:
 - Have broad perspectives and a commitment to racial equity and diversity.
 - Reflect the customers in which the position will interact with.
 - Have the knowledge and understanding of the responsibilities and expectations of the position.
 - Have several years of service with the City, be culturally competent and understand the cultural dynamics of the City.
 - Have completed an interviewing training by the City.
 - If you are unable to obtain a diverse interview panel, you should reach out to a member of your department's Racial Equity Team and request for participation.

Section V Hold yourself Accountable

The commitment to racial equity and diversity goes beyond the commitment of department head. It belongs to all. As a employee in the City of Minneapolis, you must continuously assess the process and review the results.

Accountability for racial equity doesn't end at the hiring decision. Retention of diverse employees requires a workplace environment that is equitable for all.

Strategies for Success:

1. Work with your HRG to monitor your efforts and if you're the reaching a diverse population.
2. Review the process and policies that were applied. Determine if created a barrier to racial equity.
3. Ask yourself regardless of results, what new opportunities exist to improve results in attracting and hiring racially diverse candidates?
4. Work with your HRG to develop a meaningful and thorough on-boarding program.

Glossary

DRAFT

Racial Equity Team Contacts

City of Minneapolis Department of Civil Rights

Karen Francois
Director of Employment Equity
(612) 673-2053
Karen.Francois@minneapolismn.gov

Community Planning and Economic Development (CPED)

Mark Brinda
Minneapolis Employment and Training Manager
(612) 673-6231
Mark.Brinda@minneapolismn.gov

Human Resource

Destiny Xiong
Human Resource Generalist
(612) 673-2792
Destiny.Xiong@minneapolismn.gov

Neighborhood and Community Relations (NCR)

Lance Knuckles
Access and Outreach Manager
(612) 673-2919
Lance.Knuckles@minneapolismn.gov